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DRAFT REPORT OF THE STANDING COMMITTEE FOR PROGRAMME MATTERS ON ITS IN-SESSIONAL MEETING HELD DURING THE SPECIAL SESSION OF THE GOVERNING COUNCIL, 16-19 FEBRUARY 1993

Addendum

Rapporteur: Mr. Thomas Stelzer (Austria)

CHAPTER III. COUNTRY PROGRAMMES AND PROJECTS (continued)

Ghana

1. The fifth country programme for Ghana, with a net IPF for the period 1993-1996 of $46.8 million, was presented by the representative of the Government of Ghana. The country programme focused on three main areas of concentration: capacity-building for development management; support for the private sector and science and technology development and participatory development for poverty alleviation. The representative provided background information on the country's development, in particular its experiences with human development and the social implications of structural adjustment, and noted that the Government supported the national execution modality for the fifth cycle and would establish a framework for national execution of programmes through a national programme management committee.

2. Several delegations commended the country programme, including its three areas of concentration, and its strong regional thrust, while one found the programme too ambitious, given the limited resources. Several delegations also pointed out the need for a concerted centralized effort in Ghana to use aid effectively. Another delegate suggested that a plant-breeding programme

should be included under the agricultural programme. The comparative advantage of UNDP with regard to AIDS in Ghana was questioned, in view of the large donor commitment in this area. It was suggested that performance indicators should be output-oriented and quantifiable to make it possible to assess achievements. One delegate regretted that UNDP activities in Ghana in the past had not been more focused and expressed his satisfaction at the improved quality of the fifth country programme, especially the emphasis on cooperative efforts with other donors and on private sector development. The utility of national technical cooperation assessment and programmes (NATCAP) exercises in Ghana as an effective aid coordination mechanism was questioned.

3. The Resident Representative responded by noting that monthly meetings with donors were being held; that there was an emphasis on bottom-up planning; that the agricultural programme was designed to be comprehensive; and that UNDP had a key role to play in the fight against AIDS in cooperation with other donors. He undertook to incorporate the suggestions made in the implementation of the programme.

4. The Committee recommended that the Govering Council adopt the fifth country programme for Ghana.

Sao Tome and Principe

5. The Assistant Administrator and Director of the Regional Bureau for Africa (RBA), in introducing the fourth country programme for Sao Tome and Principe, noted that the third country programme, approved for the period 1988-1991, had been extended for one additional year, through 1992. This had been done to incorporate results of the round-table process in the formulation of the new country programme for the period 1993-1996. The fourth country programme reflected the results of the round-table meeting held in Geneva in July 1992, the follow-up mission on the debt rescheduling held in February 1993 and the ongoing discussions concerning an expanded structural adjustment facility. It also emphasized the important support of the donor community to Sao Tome and Principe and the aid coordination role of UNDP. The country programme focused on two major areas: poverty alleviation through rural development and development management. These programmes would serve as catalyst for attracting and coordinating United Nations agencies and multi- and bilateral donor assistance. The multi-party democratic system adopted by Sao Tome would facilitate successful implementation of the programme.

6. One delegation strongly supported the approval of the country programme, emphasizing the challenges that the country faced and the appropriateness of the focus given by the programme. Another delegation requested clarification on how UNDP intended to tackle the issue of incentives and motivation for national civil servants and saw this as a possible obstacle to programme implementation.

7. In response, the Assistant Administrator mentioned that the problems of incentives and salary for national civil servants and project counterparts

were being addressed globally through the NATCAP exercise and studies such as the recent RBA initiative for capacity-building in Africa. The subject would be specifically addressed in the national context through an inter-agency and multi-donor initiative.

8. The Committee recommended that the Governing Council approve the fourth country programme for Sao Tome and Principe.

Rwanda

9. The fifth country programme for Rwanda, covering the period 1993-1996, with a net IPF of $39.4 million, was presented by the Assistant Administrator and Director of the Regional Bureau for Africa. The previous programme had been extended to cover 1992, in order to allow more time for the preparation of the fifth programme, considering the political changes taking place. Reference was made to the recommendations of the round-table meeting in July 1992 in Geneva and to the Government's efforts in the context of a Structural Adjustment Programme.

10. The country programme concentrated on two main areas: (a) poverty alleviation and social development and (b) strengthening national policy and management capacities. In the context of the first theme, UNDP would provide support for the formulation and implementation of a social development policy for institutions to implement the policy; increase incomes of vulnerable groups in rural areas; improve access to social services; and tackle the socio-economic impact of AIDS. Finally, it would support a global information-education communication programme. Under the second theme, UNDP cooperation would concentrate on programme coordination, including follow-up and evaluation; improvement of policy and management capacities as well as the coordination of aid; public administration reform and decentralization; and private sector development.

11. It was pointed out that the UNDP technical cooperation programme should be seen in the context of, and should be responsive to, changes towards democratization, free and fair elections and the participation of all population groups in the development process. Reintegrating internally displaced persons and returning refugees would represent a particular challenge to the Government and the whole donor community.

12. The representative of Rwanda confirmed his Government's priorities and the relevance of the UNDP country programme. He also referred to the war situation affecting the country, the peace effort being undertaken and the democratization and electoral process under way.

13. Several representatives, referred to the events of the past two weeks, which had dramatically increased the flow of people into neighbouring countries as well as the number of internally displaced people. They questioned whether it was opportune to proceed with the approval of the country programme and the long-term commitments proposed. Concern was also

expressed about the security situation resulting from the breakdown in the agreed cease-fire. The question was raised whether, under the present circumstances, there was an environment enabling the implementation of the country programme as presented.

14. Some representatives confirmed their agreement with the relevance of the priority areas as set forth in the country programme and the actions proposed to attain them while others found that the country programme did not adequately address the Government's management capacity, and that while the programme was detailed, it seemed to be based on a weak hypothesis.

15. Others observed the need to reduce the turnover of national staff, the increased role of UNDP and donor coordination required to strengthen the role of the national technical cooperation assessment and programmes (NATCAP) exercise, and for Government to implement more actively the planned reforms, including decentralization.

16. Taking into account the views expressed by delegates, the Committee noted that UNDP would organize a round-table meeting on humanitarian assistance by the end of March 1993 and would apply maximum flexibility in the implementation of the programme to ensure that adjustments were made to take into account the specific circumstances of the country. It would carry out close monitoring to ensure that the most critical needs were appropriately addressed.

17. The Committee recommended that the Governing Council approve the fifth country programme for Rwanda, with the provision that the Administrator would present an interim report to the Council at its fortieth session (1993) on the implementation of the country programme as well as on the evolution of the political circumstances in the country.